



Integrated Country Strategy

Republic of Korea

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1. Chief of Mission Priorities

The mission of the U.S. Mission in Korea is to protect America's security - citizens, assets, and interests - in the Republic of Korea; to support a peaceful and stable Korean peninsula, especially the final, fully verified denuclearization of North Korea; to strengthen the already strong U.S. - ROK Alliance; to expand U.S. prosperity through trade and investment; and to encourage a greater global leadership role for the ROK.

The Mission will maximize efforts to maintain the U.S.- ROK alliance as we work with the ROK to support peace and stability on the Korean peninsula, to reduce the threat posed by North Korea, and to project to North Korea our joint resolve to achieve the final, fully verified denuclearization (FFVD) of the Democratic People's Republic of Korea (DPRK). The Mission will proactively work to advance the U.S. Government's (USG) engagement with the DPRK, including by directly supporting the work of the new U.S. Special Representative for North Korea and the "DPRK Working Group" structure at the State Department and its diplomatic engagement/negotiations with the DPRK.

As DPRK-ROK engagement proceeds, it will be vitally important that the ROK and USG remain completely in synch with respect to our policy approaches to the North, including the continued enforcement of U.N. Security Council and U.S. sanctions on the DPRK. An important element of our alliance cooperation will be for the ROK to assume greater responsibilities for the costs associated with the stationing of U.S. forces and deployment of U.S. assets on/to the Korean peninsula. Towards this end, a successful outcome to the five-year Special Measures Agreement (SMA) negotiations will be critical. The Mission's continuing close partnership and coordination with U.S. Forces Korea (USFK) will be key to this overall effort to maintain the alliance.

Through the U.S.-ROK Alliance and the security it provides, the Mission will seek to expand U.S. prosperity by expanding U.S. exports to Korea and bilateral investment flows, including by seeking the full implementation of the recently amended U.S. - Korea Free Trade Agreement (KORUS). We will strive to increase and strengthen direct foreign military sales to the ROK, with a goal of enhancing interoperability of U.S. and ROK military forces and ROK military capability, which in turn contributes directly to both the prosperity and security of the United States.

The Mission will enhance its efforts to support a growing ROK leadership role in the region and the world that is consonant with U.S. interests, including by combatting worldwide disruptors such as: cyber, terrorist, global-health, and energy security threats. We will

encourage increased multilateral partnerships with the ROK, including with Japan, and specifically promote synergies between the U.S. Free and Open Indo-Pacific Strategy and the ROK's "New Southern Policy."

The Mission will prioritize the enhancement of our already strong U.S.-ROK engagement on law enforcement and rule of law issues. This includes greater emphasis on information-sharing and detection of transnational criminal activities, in order to successfully prosecute criminal actors in both the United States and the ROK. The USG will apply enhanced visa vetting standards to those applying for visa services in the ROK, encourage the ROK to more consistently prosecute sex crimes, and work with the ROK to further strengthen norms and standards for religious freedom and conscientious objectors status. In close coordination with USFK, INDOPACOM, and Washington, we will continue with prudent and discreet planning to protect and assist U.S. citizens in the event of a contingency situation on the peninsula

None of our priorities will be fully reached without investing in our personnel and infrastructure. To that end, our management goals are integral to our success. Construction of a New Embassy Compound (NEC) must be under way by 2021, in close coordination with USFK and the Department of State, and in direct negotiation with the ROK central government and Seoul City authorities. In parallel, we will also work closely with all parties to secure a solution that fully meets our requirements for a new housing compound for Mission staff. Our overall Embassy staffing, will be monitored and adjusted based on support requirements for heightened USG engagement with the DPRK.

Our Mission's public diplomacy efforts support all Embassy sections, Consulate Busan, the Front Office, and USFK in advancing U.S. interests in Korea. They are critical to achieving each of our ICS goals. Public diplomacy engagement enhances the public's understanding of the United States and U.S. policies and ensures continuing strong public support of the U.S.-ROK alliance. Outreach to the media and opinion makers in a variety of fields helps to build public support for these objectives and can influence both current and future generations of ROK leaders.

2. Mission Strategic Framework

Goal 1: Comprehensive resolution of matters of security concern for peace and stability on the Korean Peninsula, including the final, fully verified denuclearization (FFVD) of North Korea.

Objective 1.1: While it pursues enhanced N-S relations, the ROK works closely with the United States, key regional partners, and the international community to maintain and, as necessary based on North Korea's behavior, strengthen the global effort to bring about FFVD, including through strict implementation of related UN Security Council (UNSC) resolutions and U.S. sanctions.

Objective 1.2: As appropriate, take advantage of North Korea's increased diplomatic engagement to bring about FFVD while coordinating policy with the ROK and other international partners in a manner that ensures the continued strength of the U.S.-ROK alliance.

Objective 1.3: In concert with demonstrated progress on FFVD of North Korea, the United States and ROK work hand-in-hand to establish a new, durable peace regime for the Korean Peninsula that advances shared U.S. and ROK strategic objectives and reinforces the critical role our bilateral alliance plays in the region.

Objective 1.4: The ROK and international community actively pursue an improvement in the human rights conditions in North Korea.

Goal 2: The U.S.-ROK alliance and the security it provides contributes to greater U.S. prosperity through the expansion of U.S. exports and investment flows, an improved ROK business environment, and strengthened mutual defense capabilities.

Objective 2.1: The ROK fully and faithfully implements its commitments under the recently re-negotiated U.S.-Korea Free Trade Agreement (KORUS), which forms the foundation for a broader bilateral economic partnership.

Objective 2.2: The ROK improves its business environment, enabling expanded U.S. imports and business opportunities for U.S. companies.

Objective 2.3: ROK defense acquisitions of U.S. military products expand and are strengthened, including through ROK investment in its self-defense, such that the alliance is successfully able to meet the challenges of a changing strategic security environment.

Goal 3: Deepen ROK support for U.S. regional and global objectives with the aim of the ROK becoming a more powerful and credible leader of shared initiatives, approaches, and programs, in the Indo-Pacific region.

Objective 3.1: Strengthen the ROK's ability to mitigate and respond to non-traditional security challenges such as cyber, terrorist, and health threats.

Objective 3.2: Promote the ROK's bilateral cooperation with Japan, its trilateral cooperation with Japan and the United States, and multilaterally with other governments to enhance regional and global security and stability. The United States supports the ROK's efforts to work with Japan to: strengthen diplomatic relations and increase bilateral, trilateral, and multilateral cooperation based on shared regional interests; engage with non-alliance partners, including, but not limited to, ASEAN, India, and Australia, to enhance regional security; and, engage with China to advance regional stability while maintaining pressure on North Korea.

Goal 4: The United States enhances law enforcement and other cooperation to support the ROK commitment to the rule of law, which leads to a society that consistently upholds international norms and standards and champions shared values.

Objective 4.1: The ROK improves its detection and deterrence of criminal activity and its application of domestic laws. ROK and U.S. law enforcement agencies cooperate to prevent and prosecute domestic and transnational crime. The ROK improves information sharing and cooperation on counterterrorism and effectively implements counterterrorism legislation passed in March 2016. ROK and U.S. agencies collaborate to detect and deter illegal, unreported, and unregulated fisheries and cooperate in the enforcement of the rights, jurisdiction, and duties of the coastal State in the exclusive economic zone.

Management Objective 1: Begin construction on a new embassy facility by 2021; facilitate zoning approval and funding with key stakeholders: Department of State (OBO, DS, EAP/EX, etc.), ROKG, USFK, and other USF agencies.

Management Objective 2: Implement Merit Based Compensation (MBC) fully for LE staff; maintain competitiveness in salary and benefits with the local labor market.

Management Objective 3: Maintain the ICASS service providers to customer ratio in order to staff the mission properly.

Management Objective 4: Maintain current facilities.

Management Objective 5: Increase Consulate Busan's engagement via more frequent TDY visits and public outreach programs.

3. Mission Goals and Objectives

Mission Goal 1: Comprehensive resolution of matters of security concern for peace and stability on the Korean Peninsula, including the final, fully verified denuclearization (FFVD) of North Korea.

Description and linkages: North Korea's pursuit of these weapons poses a global threat that requires a global response. This goal directly links to the National Security Strategy (NSS) goal of protecting the American people, the homeland, and the American way of life. Not achieving this goal could jeopardize the American people and homeland. Links: NSS Pillar 1 – Protect the American People, the Homeland and the American Way of Life; STATE-USAID Joint Strategic Plan (DOS-USAID JSP) Goal 1: Protect American's Security at Home and Abroad; East Asia Pacific Bureau Strategic Plan (EAP-BSP) Goal 1: America has credibility as the primary security guarantor and partner of choice in the region and Goal 2: The region is peaceful and state and the American homeland, its citizens and allies are secure.

Objective 1.1: While it pursues enhanced N-S relations, the ROK works closely with the United States, key regional partners, and the international community to maintain and, as necessary based on North Korea's behavior, strengthen the global effort to bring about FFVD, including through strict implementation of related UN Security Council (UNSC) resolutions and U.S sanctions.

Justification: North Korea's development of nuclear weapons and ballistic missiles poses a global threat that requires a global response, so the United States has mobilized the international community to isolate North Korea diplomatically and economically to an unprecedented degree. UNSC resolutions now restrict every major category of North Korea's exports, limit North Korea's access to crude and refined oil, require inspections of cargo ships entering and leaving DPRK ports, prohibit all new foreign investment and all joint ventures with DPRK entities or individuals, and prohibit issuing new work authorizations to DPRK nationals. The continued strict enforcement of UN sanctions is critical to persuading North Korea to choose a different path. The ROK has supported the international sanctions regime, including vigorous enforcement of shipping restrictions, and taken steps to harmonize its unilateral sanctions designations with the United States. Continued ROK support in this regard will be critical as inter-Korean

engagement advances and North Korea seeks to expand engagement regionally and globally. Risks: Return to previous status of DPRK being isolated with little to no international engagement; ROKG moves on a divergent path from the USG.

Objective 1.2: As appropriate, take advantage of North Korea's increased diplomatic engagement to bring about FFVD while coordinating policy with South Korea and other international partners in a manner that ensures the continued strength of the U.S.-ROK alliance.

Justification: Achieving FFVD of North Korea requires close coordination between the U.S. and ROK governments, at every level. Risks: Return to previous status of DPRK being isolated with little to no international engagement; ROKG moves on a divergent path from the USG.

Objective 1.3: In concert with demonstrated progress on FFVD of North Korea, the United States and ROK work hand-in-hand to establish a new, durable peace regime for the Korean Peninsula that advances shared U.S. and ROK strategic objectives and reinforces the critical role our bilateral alliance plays in the region.

Justification: The National Security Strategy reminds us that "In Asia, the United States worked with South Korea and Japan, countries ravaged by war, to help them become successful democracies and among the most prosperous economies in the world. These achievements were products of patient partnerships with those who aspired to build prosperous societies and join the community of democratic states....Working with these countries made the United States wealthier and more competitive." Working together with the ROK to establish a new, durable peace regime for the Korean Peninsula would directly contribute to key U.S. strategies in the region.

Objective 1.4: The ROK and international community actively pursue an improvement in the human rights conditions in North Korea

Justification: As the U.S. and ROK engagement with the DPRK advances, including on FFVD, both governments should work to ensure that attention remains on the egregious human rights conditions faced by the North Korean people. Violations include: extrajudicial killings; disappearances; arbitrary arrests and detentions; torture; coerced abortion; forced labor; rigid controls over many aspects of citizens' lives, including arbitrary interference with privacy, family, home, and correspondence, and denial of the freedoms of speech, press, assembly, association, religion, and movement. The strength of the U.S.-ROK alliance comes not just from our extensive economic and people-to-people ties and unmatched military capability, but also from our shared values. Mission Korea has therefore participated actively in the formulation and implementation of

activities carried out in the furtherance of human rights in the DPRK as part of overall U.S. policy regarding North Korea. A key resource for this endeavor, deserving of the ROK government's and Mission Korea's support, is the population of North Korean defectors who risked their lives to achieve the freedoms we enjoy, and whose stories have both horrified the international community and inspired it to act.

Mission Goal 2: The U.S.-ROK alliance and the security it provides contributes to greater U.S. prosperity through the expansion of U.S. exports and investment flows, an improved ROK business environment, and strengthened mutual defense capabilities.

Description and Linkages: The ROK is our sixth-largest trading partner and fifth-largest market for U.S. agricultural goods. Korean foreign direct investment in U.S. production facilities is rapidly growing and employs tens of thousands of Americans. This goal links to three National Security Strategy goals: 1) pursuing bilateral trade agreements on a fair and reciprocal basis, seeking equal and reliable access for American exports; 2) redoubling our commitment to established alliances and partnerships; and 3) cooperating on missile defense [with Japan and] the ROK to move toward an area defense capability (strengthened mutual defense capabilities). Links: NSS Pillar II – Promote American Prosperity; DOS-USAID JSP Goal 2 – Renew America's Competitive Advantage for Sustained Economic Growth and Job Creation; EAP-BSP Goal 3 – The region enjoys strong, sustainable, balanced, and inclusive economic growth.

Mission Objective 2.1: The ROK fully and faithfully implements its commitments under the recently re-negotiated U.S.-Korea Free Trade Agreement (KORUS), which forms the foundation for a broader bilateral economic partnership.

Justification: Ensuring free, fair, and reciprocal trade with the ROK is a top USG priority. Achievement of this objective will contribute to its associated goal because when achieved, the broader bilateral relationship will be stronger. Achievement of this objective will contribute to the associated goal and high level strategic priorities through increased U.S. exports and greater business opportunities for U.S. firms. The methods used to achieve the objective include utilizing KORUS committee meetings to resolve regulatory issues that contradict the spirit and letter of KORUS, while promoting and encouraging the passage of amendments to KORUS. The risk of not achieving this mission objective is that U.S. companies could face a worsening business environment in the ROK. Risks: U.S. companies face difficult/deteriorating business environment in the ROK; FDI in the U.S. by Korea decreases; ROK seeks to increase trade with other partners to the detriment of the U.S.

Objective 2.2: The ROK improves its business environment, enabling expanded U.S. imports and business opportunities for U.S. companies.

Justification: Achievement of this objective will contribute to the associated goal and high level strategic priorities through increased U.S. exports and greater business opportunities for U.S. firms. The methods used to achieve the objective include high level advocacy with the executive branch in the ROK, as well as close work with regulatory authorities. The risk of not achieving this mission objective is that U.S. companies could face a worsening business environment in the ROK.

Objective 2.3: ROK defense acquisitions of U.S. military products expand and are strengthened, including through ROK investment in its self-defense, such that the alliance is successfully able to meet the challenges of a changing strategic security environment.

Justification: Achievement of this objective will contribute to the associated goal and high level strategic priority of strengthening our long-standing military relationships and encouraging the development of a strong defense network with our allies and partners. The risk of not achieving this objective is two-fold: 1) the alliance not being successfully able to meet the challenges of the changing security environment is untenable and 2) consistent ROK defense acquisitions of U.S. military products strengthens the U.S. economy and contributes to prosperity.

Mission Goal 3: Deepen ROK support for U.S. regional and global objectives with the aim of the ROK becoming a more powerful and credible leader of shared initiatives, approaches, and programs in the Indo-Pacific, region.

Description and Linkages: Our task here is three-fold. We will support greater ROK engagement with U.S. allies and partners; encourage constructive yet clear-eyed ROK-China relations to enhance regional stability, especially on DPRK policy, as well as with other emerging powers such as India and Indonesia; and enhance the ROK's ability to mitigate and respond to non-traditional security threats such as cyber-attacks, terrorist threats, and infectious diseases. We must deepen ROK support for U.S. regional and global objectives so they can be powerful, credible multipliers of our initiatives, approaches, and programs regionally and globally. Links: NSS Pillar 1 Protect the American People, the Homeland, and the American Way of Life and Pillar III Preserve Peace Through Strength; DOS-USAID JSP Goal 1 Protect America's Security at Home and Abroad and Goal 3 Promote American Leadership through Balanced Engagement; EAP-BSP Goal 4 American leadership has defined a rules-based framework within which EAP

countries operate on a level playing field to manage their political, economic, and security affairs and Goal 6 – Asian nations more capability and more frequently contribute to resolving regional and global challenges.

Mission Objective 3.1: Strengthen the ROK's ability to mitigate and respond to non-traditional security challenges such as cyber, terrorist, and health threats.

Justification: Generally, the United States and the ROK collaborate closely in all aspects of our bilateral and regional cybersecurity and counterterrorism (CT) platforms. With the passing of the 2016 Anti-Terrorism Act, the National Intelligence Service and Korean National Police Agency authorities were enhanced to allow for more robust cybersecurity and counterterrorism programs. Strong bilateral law enforcement and intelligence community relationships must be continually pursued and maintained in order to successfully counter future transnational and domestic threats and concerns. Risks; transnational terrorism and/or cyber-attacks threatening U.S. and ally security.

Mission Objective 3.2: Promote the ROK's bilateral cooperation with Japan, its trilateral cooperation with Japan and the United States, and multilaterally with other governments to enhance regional and global security and stability. The United States supports the ROK's efforts to work with Japan to: strengthen diplomatic relations and increase bilateral, trilateral, and multilateral cooperation based on shared regional interests; engage with non-alliance partners, including, but not limited to, ASEAN, India, and Australia, to enhance regional security; and, engage with China to advance regional stability while maintaining pressure on North Korea.

Justification: An active ROK that works constructively with key U.S. allies and partners, including Japan, Australia, and other treaty allies, will reinforce the U.S. government's strategic vision for a free and open Indo-Pacific region and bolster efforts to bring security and stability to some of the most troubled areas in the world, including Iraq and Afghanistan. As a middle-power nation and a U.S. ally, a developing country that transitioned to a donor country, and a nation with a positive image among countries that have historically difficult relations with the United States, the ROK can be a unique global partner for our allies both in the region and beyond. Potential synergies exist between our Indo-Pacific strategy and the ROK government's "New Southern Policy" for enhancing engagement with South and Southeast Asia. Effective cooperation among the United States, ROK, and our other nearby allies can also help persuade China to be a more responsible actor in the Indo-Pacific region. It is particularly essential to U.S. regional interests that the ROK and Japan have a strong bilateral relationship. Historical and territorial tensions between Japan and the ROK, however, have overshadowed their

common interests in security, democracy, and prosperity. Our challenge will be to encourage them to address issues of tension constructively while moving forward on security, economic, and regional issues essential to our own goals. A key task will be to educate Koreans on the essential role Japan plays in the ROK's defense. Risks: Increased discord between the ROK and Japan that negatively influences U.S. partnerships and alliances with each country.

Mission Goal 4: The United States enhances law enforcement and other cooperation to support the ROK commitment to the rule of law, which leads to a society that consistently upholds international norms and standards and champions shared values.

Description and Linkages: The United States will work with ROK law enforcement partners to prevent and deter criminal activities such as drug trafficking, corruption, financial fraud, and human trafficking. The ROK's success in these endeavors will add credibility and authenticity to its impact as a model for other developing nations, both in the region and across the globe. Improved law enforcement cooperation protects American people who have business in the ROK or live in the country. The United States will support the ROK's efforts to encourage equitable opportunities for all, promote tolerance, embrace diversity, and open its society to lawful debate and discussion. This goal supports the National Security Strategy because it advances American influence by championing American values. The risk in not achieving this goal is that worse law enforcement cooperation could lead to situations that are unfavorable to American prosperity, as well as an increase in criminality that would be negative overall. Links: NSS Pillar 1 Protect the American people, the Homeland and the American Way of Life and Pillar III Preserve Peace through Strength; DOS-USAID JSP –Goal 1 Protect America's Security at Home and Abroad and Goal 3 Promote American Leadership Through Balanced Engagement; EAP BSP Goal 2 The region is peaceful and stable and the American homeland, its citizens and allies are secure and Goal 6 Asian nations more capably and more frequently contribute to resolving regional and global challenges.

Mission Objective 4.1: The ROK improves its detection and deterrence of criminal activity and its application of domestic laws. ROK and U.S. law enforcement agencies cooperate to prevent and prosecute domestic and transnational crime. The ROK improves information sharing and cooperation on counterterrorism and effectively implements counterterrorism legislation passed in March 2016. ROK and U.S. agencies collaborate to detect and deter illegal, unreported, and unregulated fisheries and cooperate in the enforcement of the rights, jurisdiction, and duties of the coastal State in the exclusive economic zone.

Justification: This objective addresses the law enforcement challenges that the ROK government faces in detection, deterrence, and information sharing about, and prosecution of, criminal activity. Achievement of this objective will directly enhance the rule of law in the ROK and will enhance local, regional, and global security. Strong bilateral law enforcement and intelligence community relationships must be continually pursued and maintained in order to successfully counter future transnational and domestic threats and concerns. Risks: Lack of law enforcement cooperation could lead increased transnational criminals moving among countries with impunity.

4. Management Objectives

Management Objective 1: Begin construction on a new embassy facility by 2021; facilitate zoning approval and funding with key stakeholders: Department of State (OBO, DS, EAP/EX, etc.), ROKG, USFK, and other USF agencies.

Justification: The U.S. Mission's current facilities are aging, unsafe, insecure, and inadequate for the achievement of USG goals. Risks: injury to personnel, inability to meet Mission goals efficiently and effectively due to lack of infrastructure.

Management Objective 2: Implement Merit Based Compensation (MBC) fully for LE staff; maintain competitiveness in salary and benefits with the local labor market.

Justification: The U.S. Embassy needs the most highly qualified and motivated staff to maintain its productivity. Risks: inability to continue services apace without a highly educated/trained and motivated local workforce.

Management Objective 3: Maintain the ICASS service providers to customer ratio in order to staff the mission properly.

Justification: Mission staffing must be maintained to support ongoing efforts and negotiations with the DPRK and to support increased numbers of TDYers and other visitors in the ROK to support U.S.- DPRK negotiation efforts. To maintain its productivity, the U.S. Embassy needs to maintain staffing ratios and fill local positions with the most highly qualified and motivated staff. Risks: Failure to maintain ICASS service provider to customer ration will result in degraded ability to meet Mission goals.

Management Objective 4: Maintain current facilities.

Justification: The U.S. Mission continues to operate from aging facilities that are inadequate platforms for the achievement of USG goals. Through upgrades of aged heating and cooling systems and replacement of old generators, Embassy facilities will become comfortable and energy-efficient.

Management Objective 5: Increase Consulate Busan's engagement via more frequent TDY visits and public outreach programs.

Justification: Consulate Busan is an integral aspect of the United States' presence in the ROK. Busan is a major Korean population center, with a lot of industries that are of interest to the United States.